



Strategic Plan

SAN FRANCISCO MARITIME NATIONAL HISTORICAL PARK

JUNE 2004

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NATIONAL PARK SERVICE U.S. DEPARTMENT OF THE INTERIOR



San Francisco Maritime
National Historical Park

Strategic Plan

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A special thank you to all Park staff and our partner organizations for participating and providing input and feedback throughout the strategic planning process.

1. INTRODUCTION

PLANNING BACKGROUND

The San Francisco Maritime National Historical Park was established on June 27, 1988 by the enactment of Public Law 100-348:

In order to preserve and interpret the history and achievements of seafaring Americans and of the Nation's maritime heritage, especially on the Pacific coast, there is hereby established the San Francisco Maritime National Historical Park.

No national park would be in existence if it were not for the work of many dedicated people. In the case of San Francisco Maritime National Historical Park, at the core was the San Francisco Maritime National Park Association – with over 50 years of proud history and commitment to preservation and education of maritime resources. Additionally, the early work of the State Park Commission brought several of the historic vessels to San Francisco and added real property including the Cannery Warehouse and Victorian Park to the San Francisco Maritime State Historic Park. In 1977, the state park assets were transferred in to the newly established Golden Gate National Recreation Area as the Maritime Unit. And in 1978, the holdings of the Association were transferred to the National Park Service. In order to provide greater focus on maritime resources, a separate national park unit, San Francisco Maritime National Historical Park, was established in 1988.

Geographically, the national park is located on the world famous Fisherman's Wharf of San Francisco and includes the following areas open to the public:

- Sala Burton Maritime Museum Building,
- Hyde Street and Municipal Pier,
- Aquatic Park National Historic District and Aquatic Park lagoon,
- Victorian Park,
- Building E in lower Fort Mason, through agreement with the Golden Gate National Recreation Area, which houses the park's library, archives, museum objects and headquarters, and
- The Cannery Warehouse (now the park's Visitor Center and Argonaut Hotel).

The Park's cultural significance is derived from its collections, vessels, structures, and setting associated with the history of the Pacific Coast, San Francisco Bay, and Black Point. A current listing of those resources is as follows:

National Historic Landmark Vessels:

- 1886 square-rigger *Balclutha*
- 1890 steam ferryboat *Eureka*
- 1891 scow schooner *Alma*
- 1895 sailing schooner *C.A. Thayer*
- 1907 ocean-going steam tug *Hercules*
- 1915 steam schooner *Wapama*

National Register Vessel:

- ca 1900 Sausalito houseboat Lewis Ark

Other Vessels:

- 1914 Tyne River paddlewheel tug *Eppleton Hall*
- 130+ historic small craft representing utility craft, working boards, fishing boats and life-saving boats.

National Historic Landmark Structures:

- 1939 Aquatic Park Historic District, including the Aquatic Park Bathhouse and associated WPA-era structures and public artwork
- Building E, Fort Mason Center – through agreement with Golden Gate National Recreation Area (GGNRA)

National Register Structures:

- 1909 Cannery Warehouse
- 1860 Tubbs Cordage Building

Historic Documents:

Business records and personal papers; personal collections; 120,000 vessel and shipyard architectural drawings/plans; and 250,000 forms of photo images.

Museum Collections:

Over 34,000 items includes vessel fittings, communications equipment, aids to navigation, lighthouse equipment, personal effects, fine and decorative arts, tools and hardware of maritime industry, engine-related machinery, ship models, furniture and furnishings, land transportation equipment, weapons and small craft fittings.

Park Library:

Holdings include over 32,000 volumes, including backruns of 500 periodicals and over 100 bibliographies; over 1,500 rare books; 467-recorded oral histories, 1,200 recordings of sea chanteys, and over 5,000 nautical charts and maps.

As the 12th most-visited national park in the country, over 3 million visitors each year enjoy the resources, exhibits, special events, and the over 1,500 programs the park offers. Tens of thousands of schoolchildren benefit from curriculum programs offered at the park's Visitor Center, Hyde Street Pier, and on the historic vessels such as the Age of Sail program offered through the San Francisco Maritime National Park Association.

One of the park's most enduring resources is the relationship it shares with a multitude of partners. The San Francisco Maritime Park Association serves as the primary cooperating association for the park operating educational sales outlets, providing education programs and augmenting services to the public. The Library Association supports the park's library resources through acquisition and public programs.

The San Francisco Senior Center, the oldest non-profit senior center in the country, has operated in the Aquatic Park location since 1947 and continues today serving people 60 years and older, their families, and other caregivers by offering a variety of programs and services. The Sea Scouts, a unit of the Boy Scouts of America, have operated in the Aquatic Park location since 1945 and promote self-reliance, selflessness, scoutcraft for young men and women over fourteen years old. Founded in 1877 and operating in Aquatic Park since 1937, the Dolphin Club provides public access to recreational activities in around the lagoon. By virtue of the park's location, the park is an active member of and partner with the Fisherman's Wharf Association. Other key partners are the City of San Francisco, Port of San Francisco, and the South End Rowing club.

A recent and unique public/private relationship is for the operation of the Argonaut Hotel in the park's Cannery Warehouse. The 57-year lease with our partner-in-preservation, the Kimpton Hotel Group, not only saved this building and facilitated a new visitor center, it will continue to provide long-term support for the park's other historic resources.

Park Administration

Park functions are supported by 77 full-time staff and base operating dollars of approximately \$6.5 million annually. The park is organized into the Superintendent's Office, Facilities and Ships, Cultural Resources and Museum Management, Visitor Services and Education, and Administration. Resources are protected and the public is served through the following core activities and programs: administration and business management; external programs; planning and development; public affairs; safety, health, and environmental management; museum collections, conservation and accessions; library services; historic documents; small crafts; exhibits; education and interpretation; law enforcement; fee collection; special park uses; project management; ships management; and buildings, utilities, and grounds.

Fiscal Year 2003 Appropriations:

Annual Base	\$6,479,000
<i>Construction</i>	
C.A. Thayer	\$1,000,000
Museum Building	\$373,000
<i>Equipment Replacement</i>	\$9,000
<i>Regular Cyclic</i>	\$95,000
<i>Cultural Cyclic</i>	\$133,250
<i>Request for Operating Increases:</i> Four requests (total)	\$1,496,000
<i>Deferred Maintenance Projects:</i> One hundred twenty-one requests (total)	\$7,597,938
<i>Line Item Construction:</i> Three projects (total)	\$11,139,050

Volunteers-In-Parks

Over 600 volunteers support and participate in all areas of the park's operations. Approximately half with the maintenance and preservation of the vessels at Hyde Street Pier. During fiscal year 2002, volunteers donated over 35,609 hours; equivalent to more than 17 full-time employees.

STRATEGIC PLANNING PROCESS

The strategic planning process included three phases:

Environmental Scan

The environmental scan involved meetings and a survey involving all park staff and partner organizations. The objective of this phase was to collect and analyze data pertinent to framing trends, assets, strategic issues & challenges, and opportunities.

Strategic Plan Framework

The strategic planning framework represents a set of guiding principles and forms the basis of overall strategic direction for the Park. This phase focused on development of the Vision, Goals & Objectives, Values, and Mission for the Park.

Building upon the strategic planning framework, the Strategic Plan Coordination Committee (SPCC) developed a series of Desired Outcomes, Strategies, and Success Indicators designed to implement the Park Vision and Mission.

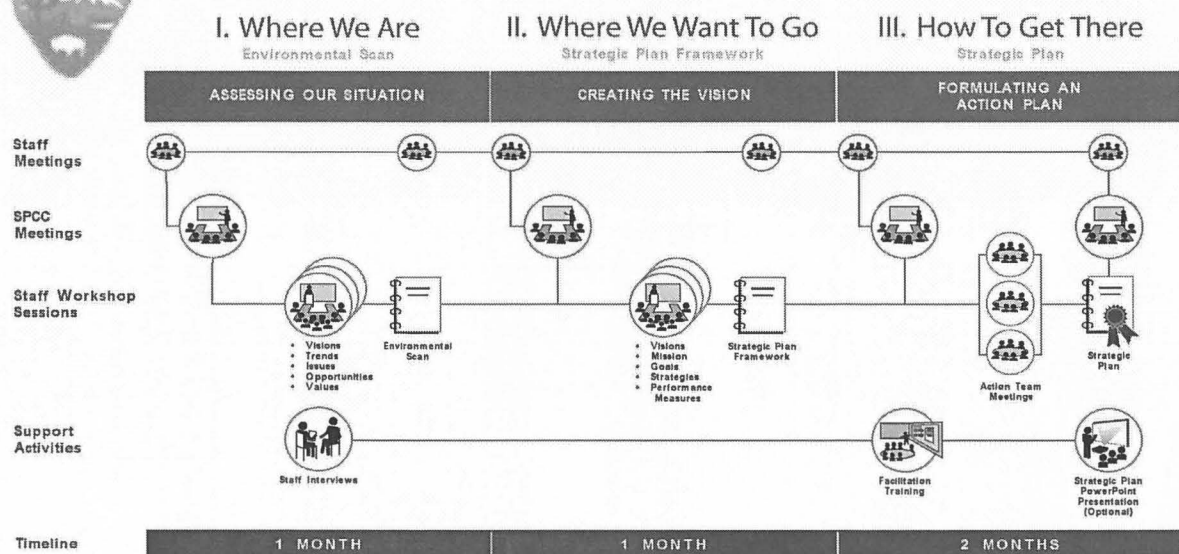
Action Plan

The final phase of the process focused on the development of an action plan. Detailed objectives were formulated with corresponding timeframes and assignment of responsibility for implementation.

The Strategic Plan includes a set of desired outcomes and indicators that the Park can use to assess performance and progress toward achieving these outcomes.



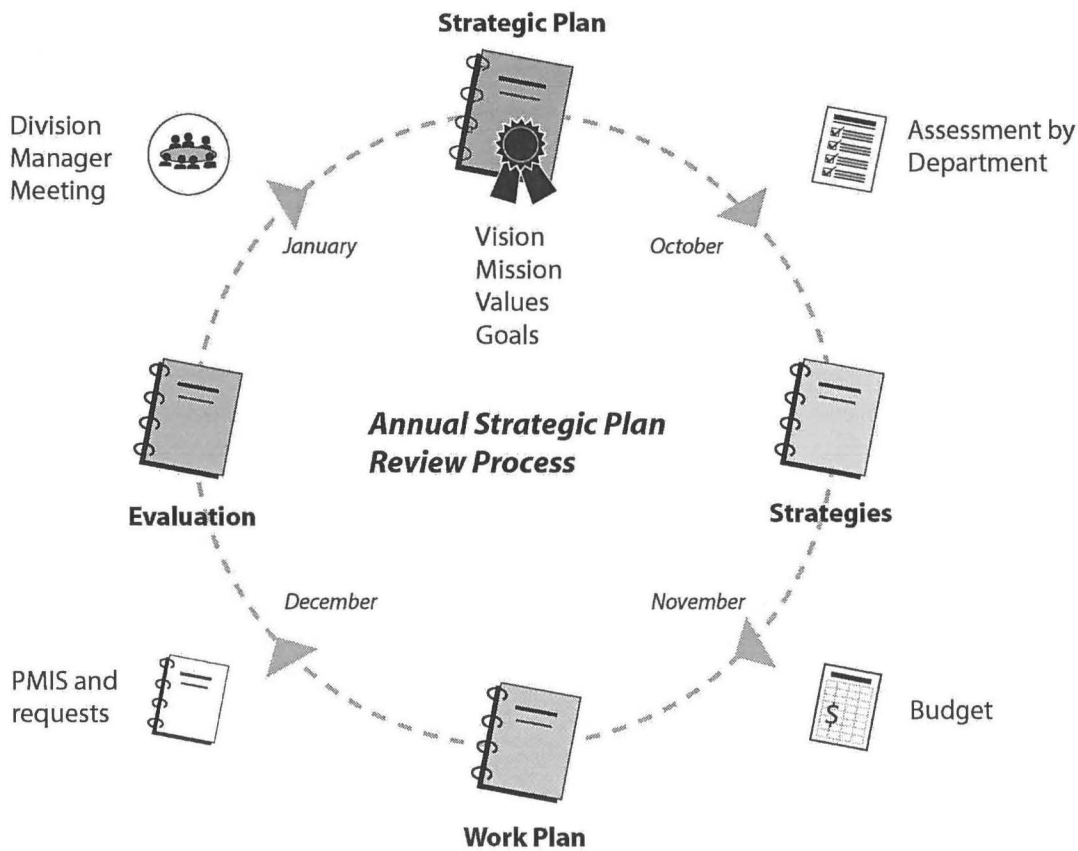
San Francisco Maritime National Historical Park Strategic Planning Process



STRATEGIC PLANNING PROCESS

PLAN UPDATE AND REVIEW PROCESS

This Strategic Plan is intended to be a living document that will guide the programs and processes of the Park in the upcoming years. To ensure that the Plan is current, progress on the Strategy Objectives and Action Plans will be reviewed annually. The plan is anticipated to be finalized in April 2004. Department heads will assess the document in October of each year. New strategies would be developed by November. A new 2-year work plan would be developed and evaluated each December. Division managers will review the work plan and revised action plan. The first annual review will occur starting October 2004 and will assess results, identify new priorities and projects and revisit the environmental scan.



2. ENVIRONMENTAL SCAN

The **Environmental Scan** gives an overview of existing conditions at the Park and includes the following major sections:

2A. Emerging Trends describe changes in existing conditions

2B. Assets describe resources and attributes that the Park and the public value

2C. Issues and Challenges describe obstacles that the Park must overcome

2D. Opportunities describe potential actions or strategies that address issues and challenges

2A. EMERGING TRENDS

Emerging Trends describe existing conditions and forces of change that are acting on the Park internally and externally. Trends frame the discussion on issues and challenges. Major trends affecting the Park include:

- **Visitation** at the Park is increasing
- The number of **curriculum-based education and interpretive programs** is increasing
- The number of **participants in the interpretation programs** is increasing
- Overall **size of collections** is increasing
- **Revenue** to the Park has increased
- **Expenses** in operating the Park are exceeding available funding
- **Backlog** work in all divisions is increasing
- Park is becoming more **sophisticated as an organization** with increasing requirements for accounting, reporting, and environmental compliance
- **Staff** is spending more time shuttling between facilities
- **Park facilities** are becoming geographically more dispersed
- The number of expensive, **big impact projects** is increasing
- **Automation and use of technology** is increasing at the Park
- The nature of **partnership with the SFMNH Association** is changing
- **Unique skills and knowledge** may be lost as older staff retires
- **Staff's morale** is improving from last year
- **San Francisco's waterfront** is constantly changing in character, from maritime uses to retail and entertainment land uses

2B. ASSETS

Park **Assets** describe the resources and attributes that are valued by the Park and the public. Park assets are listed below and organized by major topic areas:

Park Resources

- **National Historic Ships** including 6 historic landmark vessels, 1 national register vessel, and more than 130 historic small craft
- **National Historic Landmark (NHL) and National Register structures** including the 1939 Aquatic Park Historic District, Building E, the 1909 Haslett Warehouse, and the 1860 Tubbs Cordage Building
- **Collection of artifacts and archives** including approximately 2.6 million items
- Opportunity for **technical and traditional skills development**

Visitor Experience

- **Exhibits, signage, and displays**
- **Location** on the urban waterfront, in the City of San Francisco, and Fisherman's Wharf
- **Functions** including the Museum, Library, Hyde Street Pier, the Visitor Center, urban waterfront, and local park, recreation and open space areas
- **Programs** for interpretation and hands-on learning, including the small boat program, age of sail program, ranger programs, sea music, school programs and others
- **Public transportation** to the Park
- The Park's **maritime theme and subject matter**

Organizational Effectiveness

- **Richness of people and place** that attracts volunteers and staff to the Park
- **Staff** that is skilled, committed, and invested in the Park's mission
- **Partners** such as the SFMNP Association, Friends of the Library, the Golden Gate National Recreational Area (GGNRA), San Francisco Senior Center, Sea Scouts, Dolphin Club and other agencies and local community groups
- **NPS system** that brings status, public support, appreciation and a relatively stable source of funding to the Park, compared to other maritime museums
- Collective **history and knowledge**
- The Park **receiving full museum accreditation** through AAM

2C. ISSUES AND CHALLENGES

Issues and Challenges describe key obstacles that the Park must overcome to achieve its mission and accomplish its goals. Major issues and challenges are listed below:

Resource Preservation

- Preserving **vessels, historic buildings, and collections**
- Documenting and perpetuating **technical and traditional skills**
- Addressing **backlog** work in all Park divisions
- Reaching all appropriate levels of **preventative maintenance**

Visitor Experience

- Providing **adequate space** for all work and visitor needs (location, quantity and quality)
- Promoting **public awareness** about the Park
- Offering **non-personnel-based interpretive resources** to visitors (signage, video, etc.) for basic information
- Increasing opportunities for more **interactive, hands-on programs**
- Promoting the Park's **unique identity** and helping visitors see all Park facilities and functions as unified and integrated
- Improving **physical access** to the Park (transportation to the Park; ADA access)
- Serving the **diverse needs of a diverse public**
- Providing **multi-lingual collateral material**
- Ensuring **visitor & employee safety**
- Ensuring **authenticity**

(Contd.)

Organizational Effectiveness

- **Availability of funding** to accomplish basic activities and programs
- Providing opportunities for on-going **staff development**, training, and career and leadership development
- Improving **internal communication and decision-making**
- Increasing **efficiency** of all Park operations
- Achieving adequate **staffing, funding, and skills** to support needs
- Deploying and utilizing **technology**
- Identifying the **Park's core mission** and focusing Park's resources accordingly
- Defining the **role of partner organizations**
- Defining the **Parks' position** relative to other **maritime museums**
- Creating a **shared vision** for the Park
- Documenting the **administrative history** of the Park

2D. OPPORTUNITIES

Opportunities describe the actions, events, and outcomes that the Park can take advantage of to overcome challenges and reach desired goals. Major opportunities for future Park development are listed below:

Resource Preservation

- Plan the **acquisition and de-accession of collections and artifacts** based on the scope of acquisition statement
- Work with **other institutions** to preserve artifacts that the Park doesn't choose to acquire but that need to be preserved
- Focus on **preventative maintenance** to avoid bigger rehabilitation projects that greatly impact staff workload and routine work
- **Plan restoration and rehabilitation projects** for vessels, instead of reacting to funding possibilities from willing donors to work on bits and pieces
- Expand **internship programs** with universities as a reliable and cost-effective source of committed and skilled support to NPS staff
- Expand **volunteer programs** to support Park functions and to attract the non-maritime community and youth
- Identify **skills** that should reside within the Park to support its core mission and those that can be accessed outside the Park in other institutions

Visitor Experience

- Take advantage of momentum created by the **Visitor Center** including increased visibility, new exhibit space, etc.
- Increase **public outreach, awareness, and visibility**
- Provide **information** to the public about transportation access to the Park
- Improve the park's **web site**
- Increase involvement in local **maritime events** such as the Master Mariners
- Take advantage of the **closing of museum building for renovation** to make improvements for exhibits and ADA access, or interpretation and education programs
- Promote the **Park** resources and functions **as one unit**. Take advantage of the NPS logo.
- Promote the identity of the **Park as NPS system** both internally and externally among other maritime museums
- Develop **activities for kids, international visitors, and disadvantaged youth**
- Exhibit the **contribution of different ethnic groups** to maritime culture to improve cultural and interpretive access; provide information in foreign languages

Organizational Effectiveness

- Develop **training and exchange programs** with other parks and museums
- Endorse the **concept of a Bay Area Museum Resource Center (BARC)**
- Increase involvement with the **Fisherman's Wharf community**
- Identify and focus **available resources on the Park's core mission**
- Partner with our Associations and other institutions to accomplish non-core mission goals, and to raise funds through private sources
- Employ **cost recovery** for special services and programs
- Analyze **business and revenue opportunities** and institute where appropriate
- Deploy **appropriate management tools** to increase productivity with the current staff capacity
- Recruit staff from a **wider range of organizations** to promote diversity
- Expand **relationships and programs** with partner organizations
- **Partner with organizations** that provide strategic advantages and opportunities for the Park (San Francisco Architectural Heritage, local groups, historical and cultural organizations)
- Choose **strategic partners** to add value to Park programs
- **Network with other Bay area parks** to maximize NPS effectiveness

3. STRATEGIC PLAN FRAMEWORK

The **Strategic Plan Framework** describes the relationship among the Strategic Plan elements.

3A. The **Vision, Goals and Objectives** guide the Park toward the future

3B. **Core Values** describe the norms and qualities of the Park and are the basis for staff operations

3C. The **Mission** describes the reason why the Park exists

The Strategic Plan Framework is presented on the following pages.

3A. VISION, GOALS & OBJECTIVES

Park Vision

“...be a major center for Pacific Coast maritime history in its widest possible context”

Exact text from existing Park GMP

Goals & Objectives

A. Resource Preservation

- All historic structures are rehabilitated to agreed upon preservation goals (Historic structures are defined as vessels and buildings)
- Pacific Coast maritime history collections are complete, catalogued and preserved
- Technical and traditional skills are available to achieve resource preservation objectives
- Adequate storage facilities are available to achieve resource preservation objectives

B. Visitor Experience

- The public identifies the Park as an important resource and destination
- All aspects of the Park sites and facilities are of high quality
- Interpretation and education programs and publications are of high quality
- Visitors attain a level of appreciation and understanding of Pacific Coast maritime history and a sense of stewardship for Park resources

C. Organizational Effectiveness

- The Park is viewed as a leader within the national park service and maritime museum community
- The Park is committed to obtaining a safe and healthy environment for our staff, volunteers, visitors, and community.
- The Park maintains and develops strong partnerships with the SFMNP Association, Library Associates, partner organizations, public agencies, community organizations, and local businesses
- The Park effectively utilizes available funding to sustain all core functions and high priority non-core functions
- The Park deploys state-of-the-art tools to manage all major functions
- Staff are effectively utilized and engaged

3B. CORE VALUES

The **Values** of the Park describe the basic behaviors, attributes, principles and beliefs that guide decision-making.

- **Art and culture of ship building**
- **Authenticity**
- **Diversity**
- **Education**
- **Maritime culture and heritage**
- **Park Founders**
- **Partnerships**
- **Preservation, documentation and interpretation**
- **Quality of work**
- **Safety**
- **Seamanship**
- **Service**
- **Staff**
- **Stewardship**
- **Teamwork**
- **Visitor experience** (i.e., enjoyment, appreciation, participation and understanding)

3 C. MISSION

National Park Service Mission

“...to promote and regulate the use of the...national parks...which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

National Park Service Organic Act, 16 U.S.C. 1

San Francisco Maritime National Historical Park Mission

“Preserve and interpret the history and achievements of seafaring Americans and of the Nation’s maritime heritage, especially on the Pacific Coast...”

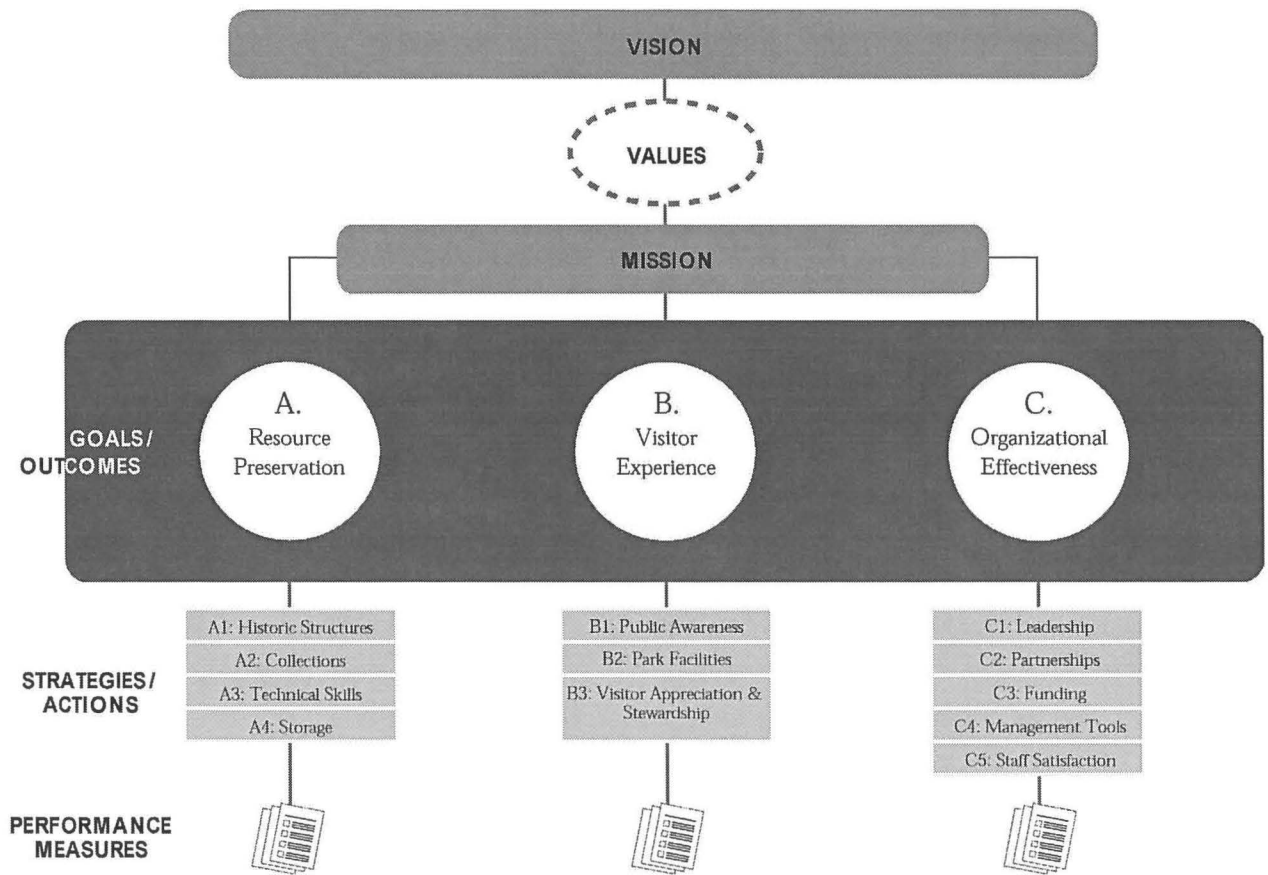
Enabling legislation for the Park

4. STRATEGIC PLAN DEVELOPMENT

The Strategic Plan is organized according to the three major goal areas: Resource Preservation, Visitor Experience, and Organizational Development. The strategy plan for each goal area is then further described according to the following format:

- **Desired Outcomes** describe the end state conditions of the Park
- **Strategies/Actions** describe directions that the Park will take to achieve the desired outcomes
- **Success indicators** describe the qualitative and quantitative factors that measure success

SAN FRANCISCO MARITIME NATIONAL HISTORICAL PARK
STRATEGIC PLAN FRAMEWORK



STRATEGIC PLAN FRAMEWORK

GOAL A: RESOURCE PRESERVATION

A1 Historic Structures (*defined as vessels and buildings*)

Desired Outcome

- All historic structures are rehabilitated and maintained to agreed upon preservation goals

Strategies/Actions

- Prepare a historic structures preservation and rehabilitation plan

Success Indicators

- Preservation condition level as defined by NPS standard evaluation

A2 Collections

Desired Outcome

- Pacific Coast maritime history collections are complete, catalogued, preserved, and accessible

Strategies/Actions

- Prepare a collections management plan

Success Indicators

- Completeness of collections
- Percentage of total collection processed, catalogued and accessible
- Percentage of collections meeting professional standards for library, archives, artifacts, and small crafts

A3 Technical Skills Availability and Preservation

Desired Outcome

- Technical and traditional skills are available to achieve resource preservation objectives

Strategies/Actions

- Prepare a position management plan for all required technical disciplines
- Develop a plan for the use of volunteers, interns and apprentices to support long-term resource preservation activities which utilize traditional and technical skills

Success Indicators

- Availability and access to required technical disciplines

A4 Storage and Work Facilities

Desired Outcome

- Adequate storage and work area facilities are available to achieve resource preservation objectives

Strategies/Actions

- Prepare a facilities needs assessment for all departments

Success Indicators

- Availability and access to quality storage and workspace for all departments

GOAL B: Visitor Experience

B1 Public Awareness

Desired Outcome

- The public identifies the Park as an important resource and destination

Strategies/Actions

- Develop a public relations strategy for the Park
- Create a physical design plan that strengthens the Park's identity as a maritime environment
- Conduct a visitor survey every 5 years to include Success Indicators

Success Indicators

- Increase in number of people who can correctly identify the Park as a NPS unit
- Increase in number of people who identify the Park as their top destination in San Francisco
- Number of people who accurately identify different sites within the Park as being part of San Francisco Maritime National Historical Park

B2 Park Facilities

Desired Outcome

- All aspects of the Park sites and facilities are of high quality

Strategies/Actions

- Establish performance measures to evaluate the effectiveness of facilities maintenance and repair programs.

Success Indicators

- Percentage of Park facilities in compliance with safety standards
- Percentage of Park facilities in compliance with ADA standards
- Level of maintenance in accordance with NPS standards
- Adequacy of storage facilities and office space (quantity and quality)
- Level of visitor satisfaction

B3 Visitor Appreciation and Stewardship

Desired Outcome

- Visitors attain a level of appreciation and understanding of Pacific Coast maritime history and a sense of stewardship for Park resources

Strategies/Actions

- Prepare an interpretation, education, and recreation activities plan
- Establish demonstration areas integrating ship building and restoration, curatorial and archival skills, and maintenance and interpretive activities
- Develop self-directed, non-personnel interpretive services
- Update Park exhibit plan

Success Indicators

- Level of visitor satisfaction
- Level of visitor learning about Pacific Coast maritime history
- Visitor sense of stewardship
- Completeness of interpretive themes
- Integration of interpretation and education activities
- Number of interpretive and education activities that meet quality standards

GOAL C: Organizational Effectiveness

C1 Leadership in the Maritime Community

Desired Outcome

- The Park is viewed as a leader within the National Park Service and maritime museum community

Strategies/Actions

- Establish a research and resource center at the Park
- Develop a staff exchange program

Success Indicators

- Number of people seeking to come to the Park
- Participation in research projects
- Number of publications
- Amount of grants/funds received

C2 Safety, Health, and Environment

Desired Outcome

- The Park is committed to a safe and healthy environment for our staff, volunteers, visitors and community.

Strategies/Actions

- Utilize the Central Safety Committee and subcommittees as the catalyst for management commitment and employee involvement
- Commit the resources necessary to ensure a safe and healthy environment
- Promote and continually improve our practices, procedures, and policies

Success Indicators

- Zero injuries and incidents
- Every employee understands and actively participates
- Called upon by others to demonstrate our programs

C3 Partnerships

Desired Outcome

- The Park maintains and develops strong partnerships with the SFMNP Association, Library Associates, partner organizations, public agencies, community organizations, and local businesses

Strategies/Actions

- Create a partnerships development plan identifying areas of potential shared responsibility for core and non-core Park functions; identify potential partners that provide strategic advantages and opportunities for the Park

Success Indicators

- Number of successful partnerships
- Number of successful partnership projects
- Level of support attained for non-core Park functionsC3 Funding

C4 Funding

Desired Outcome

- The Park effectively utilizes available funding to sustain all core functions and high priority non-core functions

Strategies/Actions

- Create a business plan encompassing existing and potential revenue generating activities (e.g., Service District Charge, cost recovery, facilities admission, special programs, etc.)

Success Indicators

- Increased level of funding attained for all core and high-priority non-core Park functions

C5 Management Tools, Systems and Processes

Desired Outcome

- The Park deploys state-of-the-art tools to manage all major functions

Strategies/Actions

- Develop an information technology plan that addresses hardware, software, training, support, and web site development
- Document key Park management processes and procedures

- Establish an on-going strategic planning process linking Park planning, budgeting and program evaluation

Success Indicators

- Percentage completion and implementation of strategic plan and IT plan

C6 Staff Satisfaction

Desired Outcome

- Staff are effectively utilized and engaged

Strategies/Actions

- Develop a staff development, training, and capacity building program
- Prepare a staff position plan for all Park functions
- Maintain and improve internal communication

Success Indicators

- Level of staff engagement

5. ACTION PLAN

For each strategy, the Action Plan provides further detail for project implementation including timeframes, lead responsibility, and potential funding options. The Action Plan is organized by goal areas. TBD indicates 'to be determined'.

GOAL A. RESOURCE PRESERVATION

A1: Historic Structures

A1.1 Scow Schooner Alma

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Operate and maintain. Level of effort required - maintain	On-going	Ships and Facilities Manager	ONPS

A1.2 Ship Balclutha

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Exhibit as a static display. Level of effort required – staffing, funding, planning	January 2009	Ships and Facilities Manager	ONPS

A1.3 Schooner C. A. Thayer

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Rehabilitate to 'sail-worthy' condition. Level of effort required – contract and SAFR staff	January 2007	Ships and Facilities Manager /Contracting	Line item

A1.4 Ferryboat Eureka

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Exhibit as a static display. Level of effort required - daily maintenance and minor restoration	January 2014	Ships and Facilities Manager	ONPS

A1.5 Steam Tug Hercules

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Operate and maintain	January 2010	Ships and Facilities Manager	ONPS

A1.6 Tug Eppleton Hall

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Exhibit as a static display. Level of effort required – contract	January 2014	Ships and Facilities Manager	ONPS

A1.7 Steam Schooner Wapama

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Stabilize and maintain. Level of effort required – line item	January 2010	Ships and Facilities Manager	ONPS

A1.8 Tubbs Cordage Building

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Preserve. Level of effort required – cyclic painting	January 2014	Ships and Facilities Manager	ONPS and regular cyclic funds

A1.9 Municipal Pier

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Rehabilitate and maintain. Level of effort required – line item construction	January 2008	Ships and Facilities Manager	ONPS and line item

A1.10 Headquarters – Building E

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Maintain. Level of effort required – contract for external windows	January 2014	Ships and Facilities Manager	ONPS & Project

A1.11 Haslett Warehouse Building

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Concessions lease. Level of effort required – minimal	January 2014	Ships and Facilities Manager	Contractor operated and maintained

A1.12 Houseboat Lewis Ark

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Rehabilitate as a static display. Level of effort required – rehabilitation by staff	January 2014	Ships and Facilities Manager	ONPS

A1.13 Sala Burton Museum Building

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Maintain. Level of effort required – contract for roof and windows	January 2007	Facilities Manager	ONPS

A2: Collections

A2.1 Division-wide

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Determine process for collections management plan and request funding. Update PMIS statement, list on Consolidated Call	December 2003	Pugh Partner: Hitzeman	TBD

2. Update Scope of Collections Statement for Museum Collections. Identify areas in all collections that are not fully represented and update the Scope of Collections Statement	June 2004	Pugh Partners: Acquisitions Committee	TBD
3. Develop integrated disaster planning for all collections	October 2004	Danford Partners: Supervisors	TBD
4. Obtain photocopier for third floor	October 2003	Goldstein, Hull, Pugh	TBD
5. Obtain forklift for Alameda	On-going	Pugh and Bell	TBD
6. Request janitorial contract. Evaluate curatorial housekeeping programs in all collections departments and identify tasks for SOW.	October 2003	Pugh Partners: Supervisors	TBD
7. Implement and document all curatorial housekeeping	December 2003	Pugh Partners: Supervisors	TBD
8. Review and update automated checklist program. Check on due date.	October 2003	Pugh Partners: Supervisors	TBD
9. Identify actions from checklist that can be done in-house with facilities that will increase percentage of goals met, and put in work orders for them.	October 2004	Pugh Partners: Supervisors	TBD

A2.2 Library

A2.2.1 Acquisition

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Assemble acquisitions planning group for library collections	June 2004	Davenport Partners: Acquisitions committee	TBD
2. Write plan for developing and maintaining maritime library collections	June 2005	Davenport Partners: Acquisitions planning group for library collections	TBD
3. Develop plan for developing and maintaining library collections for staff profession and technical support	October 2005	Davenport Partners: Supervisors	TBD
4. Review and update oral history interviewing program	October 2004	Hull Partners: Acquisitions Committee	TBD

5. Update Library Scope of Collections Statement	June 2004	Hull, Davenport, acquisitions committee	TBD
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A2.2.2 Preservation

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Update binding plan for core periodicals and attach to strategic plan	October 2004	Hull Partner: Hernandez	TBD
2. Create binding plan for other periodicals	October 2005	Hull Partner: Hernandez	TBD
3. Develop point of use preservation plan for library and archival materials	June 2004	Davenport Partners: Hernandez, Bailey Horton, Casebolt, and Hull	TBD
4. Develop preservation plan for oral histories	October 2005	Pugh, Casebolt, Hull, Hernandez	TBD

A2.2.3 Documentation

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Complete the inventory, retrospective conversion, data correction, and bar coding project for monographs and serials and migrate data to Voyager Integrated Library System	October 2005	Hernandez Partners: Grace, Hull	TBD
2. Plan for cataloging oral histories	October 2004	Hull Partners: Pugh, Hernandez	TBD
3. Identify all backlogs in cataloging and indicate scope of work for each	October 2004	Hull, Hernandez	TBD
4. Develop PMIS statements for contract work	November 2003	Hull, Pugh	TBD

A2.2.4 Public Awareness

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Public services plan included in Team 3	March 2004	Pugh Partners: Hull, Davenport	TBD
2. Plan Coulter Exhibit	February 2005	Hull	TBD

A2.3 Archives

A2.3.1 Acquisition

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop and implement archives acquisitions strategy	Jan 2004	Horton, Bailey Partners, Pugh, Hitzeman	TBD
2. Complete archives accessioning procedures manual		Horton, Bailey, Pugh, Hitzeman	TBD
3. Develop and implement records management plan	Oct 2004	Bailey, Superintendent, Managers, Supervisors	TBD
4. Develop and implement de-accessioning plan	Oct 2005	Lead: Horton and Bailey Partners: Hitzeman, Acquisitions Committee	TBD

A2.3.2 Preservation

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Complete Historic Documents Department Offsite Storage Plan	March 2004	Lead: Bailey and Horton Partner: Davenport	TBD
2. Bring storage of nitrate film to NFPA standards	Oct 2004	Lead: Danford, Campbell Partner: Horton	TBD

A2.3.3 Documentation

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Complete "HDD Guide to Archival Description in ANCS+."	Jan, 2004	Lead: Horton and Bailey Partners: Diamond, Pugh	TBD
2. Develop training proposal for interns and details for NPS staff	June, 2004	Lead: Bailey Partners: Horton, Diamond	TBD
3. Develop and implement HDD Processing Plan for all unprocessed collections	Oct 2004	Lead: Bailey and Horton Partner: Pugh	TBD
4. Assess progress and establish benchmarks for backlog cataloging projects	Jan, 2004	Lead Bailey and Horton Partner: Pugh	TBD
5. Develop conservation plan for archival holdings	Oct 2005	Lead: Horton and Bailey Partners: Casebolt	TBD
6. Survey previously processed collections to determine work to bring to current standards. Review PMIS package.	Oct 2006	Lead Bailey and Horton Partner: Pugh	TBD

A2.3.4. Electronic Access

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Update template and program for exporting ANCS+ archives module to Online Archive of California and train staff to use it.	Jan, 2004	Lead: Horton	TBD
2. Develop retrospective conversion plan for migrating data from legacy systems to ANCS+ archives module	Oct 2006	Lead: Horton and Bailey	TBD
3. Develop standards for digital images to be used in catalog records and OAC/EAD finding aids.	Oct 2005	Lead: Horton, Campbell, and Danford	TBD
4. Create business plan for reproduction of archival holdings	Oct 2004	Lead: Horton, Partners: Pugh, Danford, Campbell, and Davenport	TBD
5. Write summary report of work of photo lab.	Mar 2004	Lead: Danford & Campbell, Pugh	TBD

A2.4 Small Boats

A2.4.1 Acquisition

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify boats that might be de-accessioned	June 2005	Lead: Doll Partners: Acquisition Committee	TBD

A2.4.2 Preservation

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a survey tool for small craft.	January 04	Doll	TBD
2. Survey each small boat	January 05	Doll	TBD
3. Stabilize each boat, provide structure to retain shape	June 05	Doll	TBD
4. Further stabilize each boat to its preservation goal	January 06	TBD	TBD

A2.4.3 Documentation

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Provide additional documentation	January 07	Doll	TBD
2. Complete cataloging in ANCS+	Oct 05	Doll and Hitzeman	TBD
3. Publish catalog of small craft	Oct 06		TBD

A2.4.4 Public Access

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop display/storage strategy to make boats available for public	Oct 06	Doll	TBD

A2.5 Artifacts

A2.5.1 Acquisition

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify items that might be deaccessioned in priority order, in conjunction with SOCS	Oct 2004	Lead: Hitzeman Partner Acquisitions Committee	TBD

A2.5.2 Preservation

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop preservation maintenance strategy for historic vehicles with Facilities Division List, survey, develop maintenance and documentation plan.	Oct 2004	Casebolt , Pugh, Hitzeman, Partners: Olson, Kier, first meeting Oct 9, 2003	TBD
2. Develop preservation maintenance plan with Facilities Division for preservation for macro artifacts: List, survey, develop preservation maintenance and documentation plan for each.	Oct 1 2004	Casebolt , Pugh, Hitzeman, Partners: Olson, Kier,	TBD
3. Develop work order system with Facilities Division for consultation and documentation of work done on macro artifacts.	Mar 30 2004	Lead: Pugh, Casebolt Partners Bell, Houck	TBD
4. Survey, assess security system, document environment for San Bruno storage and 937.	June 2004	Lead Casebolt and Pugh	TBD
5. Identify impacts and mitigate line item construction on artifacts in Museum Building	Oct 2004	Lead: Casebolt Partners Kier, Everett	TBD
6. Update PMIS statement for conservation of paintings for 04 consolidated call	Dec 1, 2003	Casebolt and Pugh	TBD
7. Plan for reorganization of cabinet drawers and shelves to improve preservation	Oct 2005	Hitzeman, Casebolt Sue	TBD

A2.5.3 Documentation

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify cataloging needs for off-site items and estimate time for project plan	Jan 2004	Pugh and Hitzeman	TBD

2. Plan for needed photography of artifacts, identify projects staff, volunteers, interns	Oct 1, 2004	Hitzeman, Leigh	TBD
3. Request Team 3 to incorporate furnishing plans in their plan. Determine use of museum objects in interpretation of historic structures.	Sept 2003	Pugh	TBD

A2.5.4 Public Access

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Update access policy	Jan 1, 2004	Pugh, Hitzeman, Superintendent	TBD

A3: Technical Skills Availability and Preservation

A3.1 Collections

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify core work, current hours, needed hours	March 2004	Lead: Pugh Partners Supervisors	TBD
2. Prepare a technical skills availability plan	March 2004	Lead: Pugh Partners Supervisors	TBD
2. Develop a plan for utilizing volunteers and interns	Oct 2004	Lead: Pugh Partners Supervisors	TBD

A4: Space for Storage and Preservation Activities

A4.1 Collections

A4.1.1 Long term

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a historic resources storage strategy.	TBD	Region and Superintendent (Collections Manager)	TBD
2. Plan for climate-controlled secure storage facility with adequate expansion for 20 years.	Dec 2005	Collections Manager and Superintendent	TBD

3. Move tenants from second floor as directed by Regional Director on March 2001	TBD	Superintendent	TBD
4. Plan and execute move of historic documents storage to Building E, North Wing space.	TBD	Lead: Pugh, Horton, Bailey	TBD
5. Complete A/E for historic documents on second floor:	2006	Pugh with Facilities	TBD
6. Move library processing and conservation area from mezzanine to third floor	TBD	TBD	TBD

A4.1.2 Short term

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop PMIS statements for compact shelving on third floor	Dec 2003	Lead: Horton, Davenport Partners: Bailey, Hull, Pugh.	TBD
2. Review and update PMIS statement for lifts to mezzanine	Dec 2003	Pugh Horton, Bailey, Hull,	TBD
3. Identify and budget for climate controlled secure off-site storage for archival collections	Oct 2003	Pugh Partners: Horton, Bailey	TBD
4. Install security system at Alameda	TBD	Pugh and Hayman	TBD
5. Re-examine environment at Alameda. Identify and fund short term actions to improve Alameda climate	Nov 2003	Lead Pugh Partner Facilities	TBD
6. Plan to create microclimates in Alameda for archival records	Nov 2003	Lead: Bailey, Casebolt	TBD
7. Consolidate large items at Alameda	Jan 2004	Lead: Casebolt	TBD

B. VISITOR EXPERIENCE

B1: Public Awareness

B1.1 Public Relations

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a Public Relations Plan	June 2004	Public Information Officer	TBD

B1.3 Website

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a Website Development Plan	September 2003	Existing staff	Base funding

B1.4 Signage

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Implement complete Signage Plan (Message Project)	January 2006	Exhibit shop	Project money for 2004

B1.5 Media Placement

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
(incorporate into B1.1 Public Relations)	N/A	N/A	N/A

B1.6 Park Messaging

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
(incorporate into B1.1 Public Relations)	N/A	N/A	N/A

B1.7 Physical Design

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a Physical Design Plan	TBD	TBD (Committee – Amy Hose, Richard Everett, John Cunnane)	Base funding, project

B1.8 Visitor Survey

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Conduct Visitor Survey every 5 years	August 2004	Marc Hayman	Base funding

B2: Park Facilities

B2.1 BOCCI Court

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop Maintenance & Preservation Plan	TBD	Senior Staff & Bocci Assoc., Park Facility Management	Base, Cultural, Cyclic

B2.2 Sea Scout Building

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Maintain. Determine current/ future programmatic use. Develop upgrade plan for egress, fire prevention for current and/or future use.	TBD	Senior Staff at Sea Scouts, Park Facility Management	Base, R&R, Cyclic

B2.3 Alameda Warehouse

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Sen. Staff conduct comprehensive study to address whole facility.	TBD	Senior Staff - Facilities & Collections Management	Base, Cultural, R&R

B2.4 Building 937/1185

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Determine current & future operations/storage space needs. Look for new facility replacement and/or incorporate into shipwright shop and/ or additional structure on HSP	TBD	Senior Staff- Facilities Management/ Shipwright	Base &/ or R&R

B2.5 Fore Pier Building

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Determine /finalize use of structure in conjunction with fore pier plan	TBD	Senior Staff - Park Fore Pier Committee, Facility Management	Base and Regular, Cyclic

B2.6 AFDL-38 Dry Dock

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Continue use lease under Terms & Conditions of Federal Contract	Five/Ten year lease	Park Management/Park Contracting Officer	N/A

B2.7 Library Reading Rooms

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop new or upgrade existing PMIS for utility, furnishing plan & required ADA access.	TBD	Senior Management, Library and Assoc., Facility Management	Fee Demo, Base, Library Assoc

B2.8 Hyde Street Pier

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Regular Cyclic funding to address structural needs	TBD	Park/Facility Mgmnt, Fisherman's Wharf Merchants/Partners & Neighborhood Groups, POSF	Base, R/ R, Regular, Cyclic

B2.9 Hyde Street Pier Restrooms

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Long term maintenance addressed through Regular Cyclic Funding basic repair through in-house labor	TBD	Facility management	Base, Regular, Cyclic

B2.10 Small Boat Shop

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Long term maintenance addressed through Regular Cyclic Funding. Basic repair through in-house labor and base funds	TBD	Park management, Facility management, Collections management	Base, R/ R, Regular, Cyclic

B2.11 Office and Work Space (incl. Shops)

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify and list offices throughout park, confirm present and future office space needs, identify structural utility, IT upgrade requirements	TBD	Park Management, Facility Management	Base, R/R, Special Funds for IT needs

B2.12 Visitor Center

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop in-house and vendor long-term maintenance plan. Investigate viable special fund sources or hotel lease revenue streams for future upgrades	TBD	Park Management, Facility Management, Park Association	Hotel lease, Special Funds

B2.13 Benches and Walkways in the Victorian Park

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a plan to install benches and design walkways in the Victorian Park	TBD	TBD	TBD

B2.14 Landscape

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. TBD	TBD	TBD	TBD

B2.15 Administration. Building

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. TBD	TBD	TBD	TBD

B2.16 Ticket Booth

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. TBD	TBD	TBD	TBD

B3: Visitor Appreciation and Stewardship

B3.1 Interpretation, Educational, and Recreational Activities

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Update Long-range Interpretive Plan	April 2004	Chief of Interpretation and Resource Management	Base funds

B3.2 Demonstration Areas

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a Demonstration Areas Plan	August 2005	TBD	Base funding

B3.3 Exhibits

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Update and develop Strategic Exhibits Plan	June 2004	TBD (committee – Richard Everett, Amy Hosa, Steve Canright, Mark Neuweld, Mark Hayman, and Mary Jo Pugh)	Base funding, project, Association

B3.4 Non-personnel Interpretive Services

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
(incorporate into B3.1 Interpretation, Educational, and Recreational Activities)	N/A	N/A	N/A

B3.5 Publications

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a Publications Plan	July 2004	Public Information Officer	Base funding, Association

B3.6 Events

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a Special Events/Programs Plan	May 2004	TBD (Bill Doll, John Cunnane, Lynn Cullivan, Kathy Daskal, and Peter Kasin)	Base funding

B3.7 Curriculum-based Education Programs

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop an Integrated Park Education Activities Plan	June 2004	TBD (Committee - Christine Baird, David Hull, Chris Jannini, and Leslie Graham)	Base funding, Association

B3.8 Reference Services

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop a Park Library Reference Services Plan	March 2004	TBD (Committee – Mary Jo Pugh, David Hull, Chris Edwards, and Steve Davenport)	Base funding

B3.9 Workshops

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
(incorporate into B3.6 Events)	N/A	N/A	N/A

B3.10 Lectures

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
(incorporate into B3.6 Events)	N/A	N/A	N/A

C. ORGANIZATIONAL EFFECTIVENESS

C1: Leadership in the Maritime Community

C1.1 Research and Resource Center

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify the vision	TBD	TBD	TBD
2. Identify opportunities and resources	TBD	TBD	TBD
3. Develop an implementation plan	TBD	TBD	TBD

C1.2 Staff Exchange Program

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify opportunities and resources	TBD	TBD	TBD
2. Develop an implementation plan	TBD	TBD	TBD

C2: Safety, Health, and Environment

C2.1 Utilize the Central Safety Committee and Subcommittees as the catalyst for management commitment and employee involvement

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop park action priority list and begin work	March 2004	Central Safety Committee	ONPS
2. Create and enforce policy, practices, standards, and expectations	July 2005	Central Safety Committee	TBD
3. Hold Committee, Managers, and Supervisors accountable for safety performance	On-going	Central Safety Committee & Managers	TBD

C2.2 Commit the resources necessary to ensure a safe and healthy environment

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify and cost all identified hazards. Develop priority list for 'big ticket' items	On-going	Central Safety Committee	ONPS & Project
2. All employees have time made available for Safety in their work day	On-going	All Staff	TBD

C2.3 Promote and continually improve our practices, procedures, and policies

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Honor, recognize, and reward exemplary work	July 2004	Central Safety Committee	ONPS
2. Develop programs that demonstrate to the public and community our best management practices	On-going	Central Safety Committee	ONPS & partners

C3: Partnerships

C3.1 Partners (SFMNPA, Library Associates, GGNRA, Other Public Agencies, Community Organizations and Businesses)

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Work with Maritime Park Association to define projects of mutual interest	January 2005	Senior Management Team	ONPS
2. Identify role for partners – functions that Park can't fund through base funds	July 2004	Senior Management Team	TBD
3. Build a partnership plan (in consultation with Association and other partners)	January 2005	Senior Management Team	TBD

C4: Funding

C4.1 Business Plan

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop Strategy to Fund Core & Non-Core Functions in the park	December 2003 and quarterly thereafter	Senior Managers	ONPS Special Project Funding
2. Analyze cost recovery program for tenant and partner building use	July 2004	Superintendent	ONPS
2. Develop Commercial Services Plan for park	July 2004	Senior Managers	ONPS

C5: Management Tools, Systems and Processes

C5.1 Information Technology

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop an information technology plan	January 04	Jeanne Haugh	ONPS
Identify user needs and software applications	TBD	Lucas Kary	ONPS
Identify infrastructure hardware	TBD	Lucas Kary	ONPS
Identify workstation hardware	TBD	Lucas Kary	ONPS
Identify support, training,	TBD	Lucas Kary	ONPS

C5.2 Management Processes and Procedures Documentation

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify key processes and procedures to document	January 05	Senior Staff	ONPS
Identify key processes for preventative maintenance procedures for all historic structures in A1 and document them.	January 05	Ships & Facilities Manager	TBD
Identify key processes for preventative maintenance procedures for all collections in A2 and document them: artifacts, archives,	January 05	Collections manager	TBD

library, and small craft.			
Identify key operating procedures for mechanical systems and document them	January 06	Ships & Facilities Manager	TBD
Identify key operating procedures for vessels and document them	January 06	Ships & Facilities Manager	TBD
Identify key operating procedures for equipment and document them	January 06	Ships & Facilities Manager	TBD
Expand reporting process	January 05	Ships & Facilities Manager	TBD
Document Compliance procedures	January 04	Superintendent	TBD
2. Establish Records management plan for central filing system	January 04	Supervisory Archivist	ONPS
Create SOP's for staff and develop training for records management	April 04	Supervisory Archivist	TBD
Review other filing systems in park for records kept elsewhere and establish records management plan for them	April 04	Supervisory Archivist	TBD

C5.3 Strategic Planning Review

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Establish a planning cycle and timeline for Strategic Plan review and update	Quarterly	Senior Staff	ONPS
Review all actions plans	December 03	SPCC	TBD
Set priorities, dates, and budget	January 04	Senior Managers	TBD
Review status of strategic & action plans	March 04	Senior Managers	TBD
Review status of strategic & action plans	June 04	Senior Managers	TBD
Review action plans	Sept 04	Senior Managers	TBD
Review action plans	TBD	TBD	TBD

C6: Staff Satisfaction

C6.1 Staff Development, Training and Capacity-building

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Evaluate needs and capacity	TBD	TBD	TBD
Develop an Individual Development Plan for each employee. Supervisor will submit it as part of FY 04 performance standards.	Dec 31, 2003	All employees and supervisors	ONPS
All new employees participate in NPS Fundamentals program. Other employees encouraged to participate.	TBD	Human Resources/ Supervisors	ONPS
Park will buy memberships in professional organizations relating to the work of the Park.	ongoing	Supervisors to recommend to Kate	ONPS
Each division will have a specified amount for travel and training.	January 2004	Senior Managers	ONPS
Identify all mandatory training and tracking software	Feb 2004	Team 7	ONPS
Identify cross training opportunities in Park and training opportunities with other parks	Jan 2004	Team 7	ONPS
Identify equipment needed for training in Park and partner with GOGA/SF Bay Network	Jan 2004	Team 7, Supervisors	ONPS
Finalize Park Incentive and Recognition Program and Implement	Jan 2004	Administrative Officer & HR	ONPS
Identify Subject-matter training needs	On-going	Education Committee & Principal Librarian	ONPS
2. Develop a training and capacity-building program	Jan 2005	Human Resources/Supervisors	ONPS, Service- wide training grants

C6.2 Position Management Plan

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Complete position evaluation	TBD	TBD	ONPS

Hire human relations specialist	January 2004	Jeanne Haugh	TBD
Complete position evaluations	June 2004	Human Relations specialist	TBD
Assess gaps in the organization	Jan 2005	Action teams, Senior Staff	TBD
Determine how to shift to organization of the future	Jan 2005	Senior Staff	TBD
2. Develop a staff position management plan	Sept 05	Human Relations specialist	TBD

C6.3 Internal Communication Strategy

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop methods to enhance internal communication	TBD	TBD	TBD
Continue meetings for communication and share minutes	On-going	Superintendent	ONPS
Encourage all employees to use email	June 2004	Administrative Officer	ONPS
Establish park intranet for park internal information	January 2005	Administrative Officer	ONPS

C6.4 Safety Improvement Plan

Strategy/Action	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Complete Safety Implementation Plan	TBD	TBD	TBD

PRIORITY PROJECTS FOR 2004-2005

A. Resource Preservation	<i>Start Year</i>
▪ Providing adequate space (facilities, workspace for employees, and for Resource preservation activities - Collections Division)	2004
▪ Developing an Acquisition Plan	2005
▪ Developing a comprehensive Preservation Plan for Collections	2005
▪ Providing a hauling facility in Alameda	2004
▪ Providing a conservation chamber for small boats	2005
▪ Addressing Grace Quam	2004
▪ Upgrading the Balclutha (electrical and fire services)	2005
B. Visitor Experience	
▪ Renovating the museum (heating and cooling, security system with cameras, fire system, water system, interior space plan, conservation of murals)	2005
▪ Developing a Physical Design Plan	2005
▪ Developing the Public Relations Plan	2004
▪ Conduct Visitor Survey	2005
▪ Upgrading the Long-range Interpretation Plan	2004
▪ Developing a comprehensive Signage Plan	2004
▪ Developing the Sea Scouts Program	2005
▪ Improving the docks	2004
▪ Enhancing electronic access	2006
▪ Increasing public presence for the Park	2005
▪ Developing a Special Events Program Plan	2004
▪ Preparing a Visitor Center Maintenance Plan	2004
▪ Preparing an Integrated, Curriculum-based Park Education Plan	2004
▪ Updating the Exhibits Plan	2004
▪ Developing a Publications Plan	2004
▪ Developing a training/apprenticeship program	2005

C. Organizational Effectiveness

- | | |
|---|-------------|
| ▪ Completing the Positions Management Plan | 2004 |
| ▪ Complete Cost Recovery Program for implementing Service District Charge | 2004 |
| ▪ Carrying out the annual budget review | 2004 - 2005 |
| ▪ Analyze all agreements and maintenance contracts for potential cost savings | 2004 |
| ▪ Filling staff positions (filling critical needs, CR Manager, Facilities Manager, Arch., H. Arch., H.P.O., rebuilding the Facilities' staff) | 2004 |
| ▪ Deploying a work order system, with feedback capabilities | 2004 |
| ▪ Instituting an integrated budget process | 2004 |
| ▪ Developing a Business Plan for the Park | 2005 |
| ▪ Developing a Strategic Plan Implementation Plan | 2004 |
| ▪ Adjusting skills mix to support contracting | 2004-2005 |
| ▪ Stabilizing staff in all departments | 2004 |
| ▪ Finding funding sources for Phase Two of the Visitor Center, additional work on the Theyer, Muni Pier, and exhibits in the Visitor Center | 2004 |